

# Audit Report



CASH IMPACT OF THE CONSUMABLE ITEM TRANSFER, FY 1999

Report No. D-2000-054

December 14, 1999

Office of the Inspector General  
Department of Defense

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### **Acronyms**

CIT	Consumable Item Transfer
DLA	Defense Logistics Agency
ICP	Inventory Control Point
PBD	Program Budget Decision



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December 14, 1999

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (COMPTROLLER)  
DEPUTY UNDER SECRETARY OF DEFENSE  
(LOGISTICS AND MATERIEL READINESS)  
ASSISTANT SECRETARY OF THE AIR FORCE  
(FINANCIAL MANAGEMENT AND COMPTROLLER)  
DIRECTOR, DEFENSE LOGISTICS AGENCY  
NAVAL INSPECTOR GENERAL  
AUDITOR GENERAL, DEPARTMENT OF THE ARMY

SUBJECT: Audit Report on the Cash Impact of the Consumable Item Transfer,  
FY 1999 (Report No. D-2000-054)

We are providing this report for your information and use. This audit was requested by the Under Secretary of Defense (Comptroller), Deputy Comptroller (Program/Budget). Because this report contains no adverse findings or recommendations, no written comments were required, and none were received. Therefore, we are publishing this report in final form.

We appreciate the courtesies extended to the audit staff. Questions on the audit should be directed to Mr. Tilghman Schraden at (703) 604-9186 (DSN 664-9186) (tschraden@dodig.osd.mil) or Mr. Alexander McKay at (215) 737-5421, ext. 232 (DSN 444-5421, ext. 232) (amckay@dodig.osd.mil). See Appendix C for the report distribution. The audit team members are listed on the back cover.

A handwritten signature in black ink, reading "Robert J. Lieberman", is positioned above the typed name.

Robert J. Lieberman  
Assistant Inspector General  
for Auditing

## **Office of the Inspector General, DoD**

**Report No. D-2000-054**  
(Project No. 9LD-5044)

**December 14, 1999**

### **Cash Impact of the Consumable Item Transfer, FY 1999**

#### **Executive Summary**

**Introduction.** This audit was requested by the Under Secretary of Defense (Comptroller), Deputy Comptroller (Program/Budget). In July 1990, the Deputy Secretary of Defense directed the transfer of the management of consumable items from the Military Departments to the Defense Logistics Agency. This is the last in a series of annual audit reports on cash balance issues associated with the transfer.

**Objectives.** Our objective of this audit was to determine the cash impact that the FY 1999 Consumable Item Transfer, phase II had on the Army, the Navy, the Air Force, and the Defense Logistics Agency supply management business areas of the Defense Working Capital fund. We also reviewed the management control program as it applied to the audit objectives.

**Results.** The Defense Logistics Agency used an objective methodology to compute the reimbursement amounts for Consumable Item Transfer, phase II. As a result of using the Defense Logistics Agency methodology, the FY 1999 reimbursement to the Military Departments' supply management business areas of the Defense Working Capital fund was approximately \$230.2 million (see the Finding section for details).

Management controls applicable to the audit objective were adequate in that we did not identify any material management control weaknesses. See Appendix A for details on the management control program.

**Management Comments.** We provided a draft of this report on November 24, 1999. Because this report contains no adverse findings or recommendations, no written comments were required, and none were received. Therefore, we are publishing this report in final form.

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## Background

We performed the audit in response to a request from the Under Secretary of Defense (Comptroller), Deputy Comptroller (Program/Budget), concerning a cash imbalance issue for FY 1999. The cash impact for FYs 1996, 1997, and 1998 Consumable Item Transfer (CIT), phase II, transfers is reported in Inspector General, DoD, Report No. 97-106, "Consumable Item Transfer, Phase II, Cash Imbalance Issue," March 5, 1997, Inspector General, DoD, Report No. 98-071, "Cash Impact of the Consumable Item Transfer, Phase II, FY 1997," February 11, 1998, and Inspector General, DoD, Report No. 99-072, "Cash Impact of the Consumable Item Transfer, Phase II, FY 1998," January 27, 1999, respectively.

**Consumable Items.** Consumable items are those supply items that are consumed in use or discarded when worn out or broken because they cannot be repaired economically. Consumable items include not only common usage, low-cost supplies and minor parts, such as fasteners and gasket materials, but also high-priced, sophisticated spare parts, such as microswitches; miniature components; and precision valves, that are vital to operating major weapon systems. As of December 1989, DoD managed approximately 4.1 million consumable items. Of the 4.1 million items, 2.9 million were managed by inventory control points (ICPs) of the Defense Logistics Agency (DLA) and 1.2 million were managed by ICPs of the Army, the Navy, the Air Force, and the Marine Corps.

**Transfer Approval.** In 1990, the Deputy Secretary of Defense approved the transfer of the management of consumable items from the Military Departments to DLA. A management team comprising representatives from the Office of the Secretary of Defense, the Military Departments, and DLA was formed to review all facets of the CIT. The management team used item management codes to develop a filter criteria to categorize consumable items that the Military Departments managed. In December 1990, the predecessor to the Deputy Under Secretary of Defense (Logistics) approved the filter criteria. Consumable items were to be transferred in two phases. Phase I consisted of routine, less complex consumable supplies and spare parts. Phase II consisted of items that were more complex and sophisticated because of their design instability and unique end item and critical applications, or because they required intensive management.

**Transfer Plan.** The Military Departments and DLA developed a plan for the transfer of management, technical, and supply data in monthly increments. In phase I, about 760,000 items were transferred to DLA during a 4-year period that ended November 1995. In phase II, the Military Departments reviewed items to identify those that required continued Military Department management. Items not requiring Military Department management were to be transferred to DLA during CIT, phase II.

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**Phase II Transfer.** The first increment of phase II items was transferred to DLA in January 1996. The phase II completion date, originally planned for September 1997, was extended to November 1998. When the CIT process ended in November 1998, the Military Departments had transferred to DLA about 143,000 of the 151,000 items planned for transfer. Additional items will be transferred after the Phase II completion date under logistics reassignment procedures stated in DoD Manual 4140.26, "Defense Integrated Materiel Management Manual for Consumable Items," dated May 1997.

**Cash Imbalance Issue.** In November 1995, the Military Departments, concerned with the amount of anticipated lost revenues from the sale of CIT, phase II, items, informed the Deputy Under Secretary of Defense (Logistics) and the Director, DLA that they would stop the phase II transfer indefinitely. The suspension would end with a suitable resolution of the Defense Working Capital fund cash implications of the phase II transfer. In DoD, the general agreement was that the gaining DLA ICPs would experience a cash benefit from the sales of the additional items managed as a result of the CIT. Conversely, the losing Military Department ICPs would incur a related reduction in cash from the loss of sales from items transferred. In the CIT process, the losing Military Department ICP does not receive sales collections after items are transferred but continues to make disbursements for items that are on order at the time of transfer. To avoid reduced operations and readiness in the Military Departments and to ensure cash neutrality with the CIT, phase II, the Deputy Comptroller requested the Military Departments to submit estimates of the cash impact of CIT, phase II. As a result, the Military Departments submitted estimates totaling \$540.5 million (\$146.4 million for FY 1996 and \$394.1 million for FY 1997). They submitted no estimates for FYs 1998 or 1999. We issued three reports that verified sales and obligation data for FYs 1996, 1997, and 1998. The Deputy Comptroller issued Program Budget Decision (PBD) No. 425 in December of each year since 1996 based on the three draft reports. Each year our report stipulated the amount that the Military Departments should be reimbursed.

- The reimbursement amount was \$66.5 million for FY 1996.
- The reimbursement amount was \$229.1 million for FY 1997.
- The reimbursement amount was \$285.1 million for FY 1998.

See Appendix B for a summary of CIT reimbursements for FYs 1996, 1997, 1998, and 1999.

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## Objectives

The objective of this audit was to determine the cash impact that the FY 1999 CIT, phase II, had on the Army, the Navy, the Air Force, and DLA supply management business areas of the Defense Working Capital fund. We also reviewed the management control program as it applied to the audit objectives. See Appendix A for a discussion of the scope, methodology, the management control program, and a summary of prior coverage.



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## **Cash Reimbursements for Consumable Items Transferred**

The DLA used an objective methodology to compute the cash reimbursement amounts due the Military Departments for the CIT, phase II, items transferred to DLA. The DLA based the reimbursement amounts on total sales less obligations incurred for phase II item stock replenishments. As a result of using the DLA methodology, the FY 1999 reimbursement to the Military Departments' supply management business areas of the Defense Working Capital fund was about \$230.2 million.

### **Military Department Methodology for Computing Cash Reimbursements**

For FY 1996, the Deputy Comptroller (Program/Budget) requested the Military Departments to submit estimates on the cash impact that the CIT, phase II, would have on the supply management business area of their Defense Working Capital funds. Each Military Department computed cash reimbursements differently. The Army used anticipated cash outlays on vendor deliveries for outstanding orders on phase II items as the basis for computing the cash reimbursement amount. The Navy based its reimbursement estimate on projected sales that would be lost for those items that would be transferred to DLA. The Air Force used the value of lost sales and included disbursements for CIT, phase II, items that were on order at the time of transfer. As discussed in Inspector General, DoD, Report No. 97-106, none of the Military Department methodologies objectively computed the reimbursement amounts.

### **DLA Methodology for Computing Cash Reimbursements**

The DLA devised an objective method to compute the cash reimbursement amounts due the Military Departments for the CIT, phase II, items transferred to DLA. DLA developed a methodology to obtain the actual cash impact of the CIT, phase II. Actual sales were totaled for FY 1996; and the FY 1996 obligations that DLA incurred during FY 1996 to replenish inventory were subtracted to compute the net reimbursement amount. In Report No. 97-106, we recommended, and the Deputy Comptroller agreed, that the DLA methodology be used for the FY 1996 reimbursements and for reimbursements for the remainder of the CIT, phase II, transfer.

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## Audit Verification of DLA Calculations

**FY 1999 Reimbursement Amount.** Using the DLA methodology, we determined that the reimbursement amount of \$230.2 million was appropriate for FY 1999. Based on the September 30, 1999, sales and obligations amounts that DLA accumulated, reimbursement to the Military Departments for FY 1999 would total about \$230.2 million, which is the net amount of \$857.9 million in sales less \$627.7 million in obligations. The table below shows the reimbursement amounts for each Military Department. The total amount of reimbursements is about \$40.1 million more than the Deputy Comptroller estimated in the December 1998 PBD No. 425.

**DLA Calculations and Deputy Comptroller Estimates for FY 1999 CIT,  
Phase II, Reimbursement Amounts**  
(millions)

<u>Military Department</u>	<u>DLA Calculations</u>	<u>Deputy Comptroller Estimates</u>	<u>Difference</u>
Army	\$ 26.8	\$ 25.6	\$ 1.2
Navy	83.3*	71.2	12.1
Air Force	<u>120.1</u>	<u>93.3</u>	<u>26.8</u>
<b>Total</b>	<b>\$230.2</b>	<b>\$190.1</b>	<b>\$40.1</b>

\*Includes about \$1.6 million for the Marine Corps.

The DLA amounts are supported by individual sales and obligations for each item transferred. The sales data can be tracked to actual document numbers for requisitions that customers submitted to DLA ICPs. The obligations data can be tracked to the contracts that DLA awarded to replenish inventory. For FYs 1996 through 1999, the Deputy Comptroller provided about \$803 million in cash reimbursements to satisfy the cash imbalance issue caused by the CIT, phase II. The \$803 million is about \$262.5 million more than the \$540.5 million cash imbalance that the Military Departments estimated for the CIT, phase II (see Appendix B).

**Accuracy of Reimbursement Amount.** To verify the accuracy of the DLA reimbursement amount, we reviewed the sales and obligations data (for a judgmental sample, stratified by Military Department) of 300 CIT, phase II, items that were accumulated in the DLA Standard Automated Materiel Management System at three DLA ICPs. We reviewed about \$181.6 million (21 percent of the \$857.9 million) in sales revenues and about \$91.6 million (15 percent of the \$627.7 million) in contractual obligations that the three DLA ICPs incurred during FY 1999. The actual sales amounts that the DLA ICPs recorded agreed with the sales and obligations amounts that the DLA Comptroller recorded for the 300 items reviewed. We verified that

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\$181.6 million in actual sales agreed with the amounts the DLA Comptroller recorded. Our test of 300 items included 109 items with obligations valued at about \$91.6 million. We verified that \$91.6 million agreed with the amounts the DLA Comptroller recorded.

## **Conclusion**

DLA used an objective methodology to compute the reimbursement amounts for the CIT, phase II, items. Based on the items tested, the \$230.2 million reimbursement amount that DLA calculated for items transferred in FY 1999 was appropriate.

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## Appendix A. Audit Process

### Scope

We reviewed the process that DLA used to compute the estimated cash reimbursement amounts to be given to the Military Departments as a result of CIT, phase II. We reviewed accounting reports and item transaction history reports for FY 1999. We reviewed the procedure that DLA used to gather FY 1999 sales and obligations data for CIT, phase II, items.

**DoD-Wide Corporate-Level Goals.** In response to the Government Performance and Results Act, DoD has established 2 DoD-wide corporate-level goals and 7 subordinate performance goals. This report pertains to achievement of the following goal (and subordinate performance goal).

**Goal 2:** Prepare now for an uncertain future by pursuing a focused modernization effort that maintains U.S. qualitative superiority in key warfighting capabilities. Transform the force by exploiting the Revolution in Military Affairs, and reengineer the Department to achieve a 21st century infrastructure. **Performance Goal 2.3:** Streamline the DoD infrastructure by redesigning the Department's support structure and pursuing business practice reforms. (00-DoD-2.3)

**DoD Functional Area Reform Goals.** Most major DoD functional areas have also established performance improvement reform objectives and goals. This report pertains to achievement of the following functional area objectives and goals.

**Logistics Functional Area. Objective:** Streamline logistics infrastructure. **Goal:** Implement most successful business practices (resulting in reductions of minimally required inventory levels). (LOG-3.1)

**High-Risk Area.** The General Accounting Office has identified several high-risk areas in the DoD. This report provides coverage of the Defense Inventory Management high-risk area.

### Methodology

We reviewed FY 1999 sales and obligations data for a judgmental sample, stratified by Military Department, of 300 CIT, phase II, items that had been transferred to DLA. Our sample was selected from a universe of 142,723 items that had been transferred as of November 1998, and included those items that had the highest demand values for the 12 months preceding the transfer to DLA (see Table A). The 300 sampled items represented \$283.5 million of the

\$773.6 million in annual demand value that was attributable to the universe of 142,723 CIT, phase II, items. We compared the actual sales and obligations data that were recorded at three DLA ICPs (Defense Supply Center Philadelphia, Philadelphia, Pennsylvania; Defense Supply Center Columbus, Columbus, Ohio; and Defense Supply Center Richmond, Richmond, Virginia) to similar data that the DLA Comptroller accumulated in an effort to determine amounts to be reimbursed to the Military Departments as a result of CIT, phase II, transfers. As of November 1998, the management of 142,723 of a projected 150,866 phase II consumable items had been transferred from the Military Departments to DLA.

**Table A. Transfer of Consumable Items**

<u>Military Department</u>	<u>Items Scheduled to be Transferred</u>	<u>Items Transferred</u>	<u>Items Sampled</u>
Army	19,593	16,140	40
Navy	35,628	34,344	80
Air Force	<u>95,645</u>	<u>92,239</u>	<u>180</u>
<b>Total</b>	<b>150,866</b>	<b>142,723</b>	<b>300</b>

**Use of Computer-Processed Data.** We verified information sampled from the DLA Standard Automated Materiel Management System database maintained by DLA for items transferred from the ICPs of the Military Departments, and from the database of sales and obligations maintained by the DLA Comptroller for CIT, phase II, items. Data tests showed that records in each database were reliable. We made no independent assessments of the reliability of computer-processed data other than that used in the audit.

**Audit Type, Dates, and Standards.** We performed this economy and efficiency audit from May through October 1999 in accordance with auditing standards issued by the Comptroller General of the United States as implemented by the Inspector General, DoD. Accordingly, we included tests of management controls considered necessary.

**Contacts During the Audit.** We visited or contacted individuals and organizations within DoD. Further details are available upon request.

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## **Management Control Program**

DoD Directive 5010.38, "Management Control Program," August 26, 1996, requires DoD organizations to implement a comprehensive system of management controls that provides reasonable assurance that programs are operating as intended and to evaluate the adequacy of the controls.

**Scope of Review of Management Control Program.** We reviewed the adequacy of the DLA management controls over the CIT, phase II, as they related to the methodology DLA used to determine the cash reimbursement amounts for the Military Departments' supply management business areas of the Defense Working Capital fund. We did not assess the adequacy of management's self-evaluation because no control weaknesses were identified.

**Adequacy of Management Controls.** The DLA management controls we reviewed were adequate in that we identified no material management control weaknesses.

## **Summary of Prior Coverage**

During the past 5 years, the Inspector General, DoD, performed one audit of the CIT in addition to the three audits on the cash impact of the CIT, phase II. The additional audit was Inspector General, DoD, Report No. 97-226, "Consumable Item Transfer, Phase II, Management," September 30, 1997.

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## Appendix B. Summary of CIT, Phase II, Reimbursements

### Cash Reimbursements for FYs 1996, 1997, 1998, and 1999

The Military Departments received \$803 million of cash reimbursements for the CIT, phase II. The Military Departments' original estimates of the CIT, phase II, cash shortfall was \$540.5 million. Cash reimbursements provided by the Deputy Comptroller for FYs 1996, 1997, 1998, and 1999 was \$803 million, or \$262.5 million more than the original estimates. Table B shows the cash reimbursements that were made to each Military Department.

**Table B. Amounts Reimbursed to the Military Departments**  
(millions)

<u>Military Department</u>	<u>Military Department Estimate</u>	<u>Amount Reimbursed</u>	<u>Difference</u>
Army	\$166.0	\$125.1	(\$ 40.9)
Navy	153.7	287.5 <sup>1</sup>	133.8
Air Force	<u>220.8</u>	<u>390.4</u>	<u>169.6</u>
<b>Total</b>	<b>\$540.5</b>	<b>\$803.0<sup>2</sup></b>	<b>\$262.5</b>

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<sup>1</sup>Included about \$6.6 million for the Marine Corps.

<sup>2</sup>Included total adjustments for errors caused by item transfers between DLA ICPs of (\$7.9 million): Army, \$5.8 million; Navy, (\$4.6 million); and Air Force, (\$9.1 million).

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## **Audit Team Members**

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